



DEFENSE FINANCE AND ACCOUNTING SERVICE

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MAY 04 2000

MEMORANDUM FOR DIRECTORS, DEFENSE FINANCE AND ACCOUNTING  
SERVICE HEADQUARTERS  
DIRECTORS, DEFENSE FINANCE AND ACCOUNTING  
SERVICE CENTERS

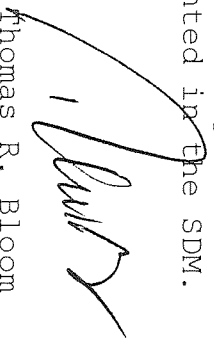
SUBJECT: Milestone Approval for All Systems Development

Approval for any system to continue development will be granted in a System Decision Memorandum (SDM) signed by the Director, Defense Finance and Accounting Service (DFAS). As the Milestone Decision Authority (MDA), I will make the approval determination by recommendation from the Architecture Steering Committee (ASG).

All Life Cycle Management documentation will be coordinated and approved and a Milestone Review will be scheduled with ASG. Final signature for all Life Cycle Management documentation will be the DFAS Chief Information Officer.

The Milestone Review will consist of a briefing, presented by the Program Manager/Project Officer, who will prepare charts depicting the status of the system in the appropriate phase of development. The information to be briefed is shown in the attachment. Milestone Reviews will be scheduled through the Executive Secretary (DFAS-HQ/SC) and briefing charts will be provided to all members of the ASG one week prior to the review.

Funding to continue development will be provided based on the exit criteria documented in the SDM.

  
Thomas R. Bloom  
Director

Attachment:  
As stated

*Bruce L. ...*

## DFAS Milestone Reviews

### Process

1. For all DFAS AIS programs & systems, the Functional Manager (for Milestone 0 reviews) or the Program Manager (for Milestone I, II, and III reviews) will schedule a milestone review with the DFAS Architecture Steering Group (ASG), and will prepare a Milestone Decision Brief according to the outlines attached. The brief will be sent to the ASG members one week in advance of the scheduled milestone review.
2. During the ASG meeting, the presenter will brief all charts in the main body of the presentation package, and be available to answer questions from the audience on either material from the main body or the back up.
3. If the ASG Chairperson is assured that all stakeholders are satisfied with program-related issues and progress, he/she will direct HQ/S to prepare a System Decision Memorandum (SDM) for Milestone Decision Authority (MDA) signature, authorizing the program to proceed to the next phase and identifying specific exit criteria for the next phase. The ASG Chairperson could also recommend higher level review of selected issues prior to MDA action. For most DFAS programs, the MDA is the Director, DFAS; for larger ACAT IA programs, the MDA is the ASD(C3I). For a successful Milestone I, II, or III review, the ASG will approve the appropriate baseline(s), shown in the below table.

| Milestone   | Baseline    | Contents   |
|-------------|-------------|--|
| I           | Program     | <ul style="list-style-type: none"> <li>Operational Requirements Document (ORD),</li> <li>Acquisition Pgm Baseline (APB),</li> <li>Test and Evaluation Master Plan (TEMP)</li> </ul>  |
| II          | Functional  | <ul style="list-style-type: none"> <li>System Requirements Specification,</li> <li>System Architecture and Req's Allocation Description,</li> <li>SW Req's Description</li> </ul>  |
| II          | Allocated   | <ul style="list-style-type: none"> <li>SW Architecture Description,</li> <li>SW Interface Design Description,</li> <li>Database Design Description</li> </ul>  |
| III         | Product     | <ul style="list-style-type: none"> <li>SW Architecture Description</li> <li>SW Design Description</li> <li>SW Interface Design Description</li> <li>Database Design Description</li> <li>Source Code Record</li> <li>Executable Object Code Record</li> <li>SW Configuration Index Record</li> </ul> |
| Post MS III | Operational | <ul style="list-style-type: none"> <li>Site-specific installation configuration</li> </ul>   |

4. HQ/S will forward the SDM to the MDA within one week of the review meeting. Distribution of the signed SDM will include the DFAS Director, DFAS Deputy Director, Headquarters Directors, and Center Directors.

## Milestone 0 - Presentation Outline

1. Cover
2. Purpose of the Meeting
  - Agenda, expected outcome
3. Business Area Description
  - Scope, current business process, current systems/functions, users, locations
4. Mission Need
  - Current deficiencies, needed capabilities and business process (show when the last full BPR in that functional area was)
  - Relationship of mission need to the DFAS strategy and relevant DoD strategies.
  - Impact of proposed system on current operations, personnel, interfaces, etc.
5. Material and Non-Material Alternative Concepts
  - Is this an inherent Government function?
  - Alternative methods, costs, schedules, & benefits
  - Outsourcing potential
  - BPR Results
6. Cost & Benefits Estimate
  - Phase 0 cost estimate
7. Affordability/Funding Status
  - Show funding types, amounts and sources
  - Show requested and actual amounts for President's Budget and POM
8. Schedule
9. Constraints
  - Facilities, locations, infrastructure, interoperability with DoD components, GCCSS impact
10. Risks
  - Identification, probability of occurrence, impact (cost, schedule, performance), mitigation
11. User/Customer Issues and recommendations
12. Documentation status (not started; in progress; in coordination; approved)
  - BPR Report, Business Area Analyses, MNS, Draft PM Charter
13. Exit Criteria for Phase 0

## **Milestone I - Presentation Outline**

1. Cover
2. Purpose of the Meeting
  - Agenda, expected outcome
3. Business Area Description
  - Summary of Mission Element Need from Milestone 0 (current business process, current systems, deficiencies)
  - Concept of Operations
4. Requirements Description (operational, functional, performance, security, infrastructure
5. Performance Parameters (key performance parameters & critical technical parameters) and Measures
6. Analysis of Alternatives
  - Alternative implementation strategies (including COTS & outsourcing), costs, schedules, & benefits
  - Recommended alternative
7. Cost & Benefits Estimate for Recommended Alternative
  - Chart – cost by phase, type (capital, development, operating), and year; include quantitative benefits (savings by center/OPIOC) by year
  - Changes in cost / benefits estimates from Milestone 0 (with explanation)
8. Affordability/Funding Status
  - Show funding types, amounts and sources
  - Show requested and actual amounts for President's Budget and POM
9. Schedule
  - Actual vs. planned schedule for Phase 0
  - Schedule for Phases I and II, IOC/FOC dates, DCII release milestones
  - Changes from Milestone 0 review (with explanation)
  - Release/deployment schedule (identifying what capabilities are delivered to what users in what releases)
10. Acquisition strategy
  - Product acquisition (needs, approaches, sources, vehicles)
  - Services acquisition (needs, approaches, sources, vehicles)
11. Legacy Transition (transition strategy, budget input, issues)
12. Risks
  - Identification, probability of occurrence, impact (cost, schedule, performance), mitigation
13. User/Customer Issues and Recommendations
14. Documentation status (not started; in progress; in coordination; approved)
  - ORD, Acquisition Strategy, AoA, LCCE, APB, SSAA, TEMP, PM Charter, Mgmt Plan, ASBP inputs, IPT Charters, DPP, SDSD, Data Mgmt Plan, DISR, Release Plan, SRS, QA Plan, CM Plan, and Traceability Matrix
15. Recommended Program Baseline
  - Version and date of ORD, AoA, APB, & TEMP
16. Status of Phase 0 exit criteria
17. Exit Criteria for Phase I

### **Backup**

18. Security/Information Assurance strategy
19. Engineering

- Key requirements (functional, performance, external system interface, user, security, human factors, information exchange requirements, infrastructure, design constraints)
  - Architecture (relationship to enterprise architectures)
  - Development methods & tools
  - DCII integration (application type)
20. Test & Evaluation strategy (approach, schedule, & issues)
21. Quality (objectives, measures, assurance processes, issues, & recommendations)

## Milestone II - Presentation Outline

1. Cover
2. Purpose of the Meeting
  - Agenda, expected outcome
3. Business Area Description
  - Summary of Mission Element Need from Milestone 0 (current business process, current systems, deficiencies)
  - Concept of Operations
  - Summary of operational requirements and performance parameters
4. System Architecture Summary
5. Performance Parameters and Measures
  - Summary of system/application performance parameters and their measures
6. Cost & Benefits Estimate
  - Chart – cost by phase, type (capital, development, operating), and year; include quantitative benefits (savings by center/OPLOC) by year
  - Changes in cost / benefits estimates from Milestone 1 (with explanation)
  - Actual vs. estimated costs (through Phase I)
7. Affordability/Funding Status
  - Show funding types, amounts and sources
  - Show requested and actual amounts for President's Budget and POM
8. Schedule
  - Actual vs. planned schedule (for Phase I)
  - Detailed schedule for Phases II and III
  - Changes from schedule shown at Milestone 1 (with explanation)
  - Release/deployment schedule (identifying what capabilities are delivered to what users in what releases)
9. Acquisition strategy
10. Concept of Operations
11. Risks
  - Identification, probability of occurrence, impact (cost, schedule, performance), mitigation
12. User/Customer Issues & recommendations
13. Documentation Status (not started; in progress; in coordination; approved)
  - Updated ORD, updated APB, Updated LCCE, SSAA, updated TEMP, Economic Analysis, COOP SARAD, ISA, TISR, SRD, IRD, Project Plan, Release Plan, and Traceability Matrix
14. Recommended Functional Baseline
  - Version and date of SRS, SRD, and SARAD
15. Status of Phase I Exit Criteria
16. Exit Criteria for Phase II

### Backup

17. Security/Info Assurance Planning, Progress, Issues
18. Continuity of Operations Plan (COOP)
19. Engineering
  - Key requirements (functional, performance, external system interface, user, security, human factors, IERs, infrastructure, design constraints)
  - System architecture

- Development methods & tools
  - DCII integration (application type)
- 20. Test & Evaluation Plans (approach, schedule, & issues)
- 21. Legacy Transition (budgets, issues, and strategy)
- 22. Quality
  - Performance against objectives
  - Issues & recommendations
- 23. FRR Summary (Results, issues, impacts)

## **Milestone III - Presentation Outline**

1. Cover
2. Purpose of the Meeting
  - Agenda, expected outcome
3. Business Area Description
  - Summary of Mission Element Need from Milestone 0 (current business process, current systems, deficiencies)
  - Concept of Operations
  - Summary of operational requirements and performance parameters (from Milestone I)
  - Summary of system architecture (from Milestone II)
4. Cost & Benefits
  - Chart – cost by phase, type (capital, development, operating), and year; include quantitative benefits (savings by center/OPLOC) by year
  - Changes in cost / benefits estimates from Milestone 2 (with explanation)
  - Actual vs. estimated costs (through Phase II)
5. Affordability/Funding Status
  - Show funding types, amounts and sources
  - Show requested and actual amounts for President's Budget and POM
6. Schedule
  - Actual vs. planned schedule (through Phase II)
  - Detailed Phase III schedule, including changes made since Milestone 2 review (with explanation)
  - Release/deployment schedule (identifying what capabilities are delivered to what users in what releases)
7. Performance Parameters and Measures
  - Assessment of measurement results
  - Issues
  - Recommendations to resolve
8. Continuity of Operations Plan (COOP)
9. Quality
  - Performance against objectives
  - Issues
  - Recommendations to resolve
10. DITSCAP Accreditation (status and issues)
11. Test Results
  - Summary of each test event (SIT, FVT, EIT, EPT, EAT, OT&E)
  - 1 chart per event showing dates, #PRs written, #PRs fixed
  - Compliance certification status
12. IRR Summary (results, issues, impacts)
13. FCA & PCA Results
14. User/Customer Issues
15. Documentation Status (not started; in progress; in coordination; approved)
  - Updated ORD, Updated APB, Updated LCCE, Updated TEMP, Updated COOP, Accreditation Memo, SAD, SIDD, DBDD, UM, OM, ISR, SDD, SCRD, SCIR, EOOR, Transition Plan, Training Plan, Installation Plan, Test Plan, Test Procedures, Test Reports, Compliance Certificates, Traceability Matrix
16. Recommended Allocated and Product Baselines
  - Allocated: Version and date of SAD, SDD, SIDD, DBDD



- Product: Version and date of SDD, SIDD, DBDD, SAD, EOCC, SCRD, SCIR

17. Status of Phase II Exit Criteria

18. Exit Criteria for Phase III

### **Backup**

19. Transition Plan

20. Training Plan

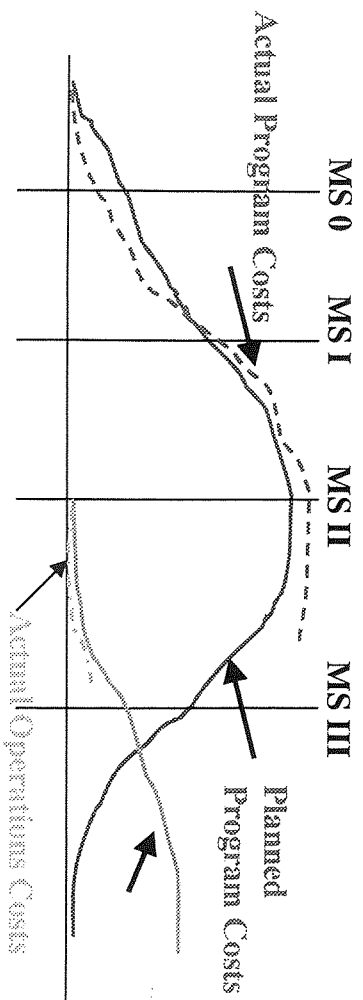
21. Installation Plan

## Summary of Presentation Contents by Milestone

| Presentation Content                            | MS 0 | MS I | MS II | MS III |
|---|------|------|-------|--------|
| Cover   | X    | X    | X     | X      |
| Purpose of Meeting                              | X    | X    | X     | X      |
| Business Area Description                       | X    | X    | X     | X      |
| Mission Need                                    | X    |      |       |        |
| Material/Non-material Alternative Concepts      | X    |      |       |        |
| Requirements Description                        |      | X    | X     | X      |
| Performance Parameters / Measures               |      | X    | X     | X      |
| Analysis of Alternatives                        |      | X    |       |        |
| Concept of Operations                           |      | X    | X     | X      |
| System Architecture Summary                     |      |      | X     | X      |
| Cost & Benefits Estimate                        | X    | X    | X     | X      |
| Affordability/Funding Status                    | X    | X    | X     | X      |
| Schedule  | X    | X    | X     | X      |
| Quality   |      | X    | X     | X      |
| Constraints                                     | X    |      |       |        |
| Acquisition Strategy                            |      | X    | X     |        |
| Security/Info Assurance                         |      | X    | X     | X      |
| Engineering                                     |      | X    | X     | X      |
| Results of Engineering Reviews (FRR, CDR, etc.) |      |      | X     | X      |
| Test & Evaluation                               |      | X    | X     | X      |
| Release Strategy/Plans                          |      | X    | X     | X      |
| Legacy Transition Strategy/Plan                 |      | X    | X     | X      |
| Continuity of Operations Plan                   |      |      | X     | X      |
| Training Planning & Implementation              |      |      |       | X      |
| Installation Planning                           |      |      |       | X      |
| Risks   | X    | X    | X     | X      |
| User/Customer Issues                            | X    | X    | X     | X      |
| Documentation Status                            | X    | X    | X     | X      |
| FCA/PCA Results                                 |      |      |       | X      |
| Recommended Baseline (as appropriate)           |      | X    | X     | X      |
| Status of Previous Phase Exit Criteria          |      | X    | X     | X      |
| Exit Criteria for Next Phase                    | X    | X    | X     | X      |

# Template for Cost/Benefits Chart

## Program/Operating Costs



| Program Costs         | FY | Prior Yrs | 00 | 01 | 02 | 03 | To Compl | Total |
|-----------------------|----|-----------|----|----|----|----|----------|-------|
| Capital - Plan/Budget |    |           |    |    |    |    |          |       |
| Capital - Actual      |    |           |    |    |    |    |          |       |
| Operating - Plan      |    |           |    |    |    |    |          |       |
| Operating - Actual    |    |           |    |    |    |    |          |       |
| Operations Costs      |    |           |    |    |    |    |          |       |
| Capital - Plan        |    |           |    |    |    |    |          |       |
| Capital - Actual      |    |           |    |    |    |    |          |       |
| Operating - Plan      |    |           |    |    |    |    |          |       |
| Operating - Actual    |    |           |    |    |    |    |          |       |
| Total Planned Costs   |    |           |    |    |    |    |          |       |
| Total Actual Costs    |    |           |    |    |    |    |          |       |
| Benefits              |    |           |    |    |    |    |          |       |

## Acronyms

| <u>Acronym</u> | <u>Definition</u>   |
|----------------|---|
| AM             | Accreditation Memorandum                                    |
| AoA            | Analysis of Alternatives                                    |
| APB            | Acquisition Program Baseline                                |
| ASBP           | Automated Strategic Business Plan                           |
| BPR            | Business Process Reengineering                              |
| CDR            | Critical Design Review                                      |
| CM             | Configuration Management                                    |
| COOP           | Continuity of Operations Plan                               |
| CR/MR          | Change Request or Modification Request                      |
| C/PPT          | Cost/Performance Integrated Product Team                    |
| DBDD           | Database Design Description                                 |
| DPP            | Development Process Plan                                    |
| DISR           | Development Infrastructure Services Request                 |
| EA             | Economic Analysis   |
| EOCR           | Executable Object Code Record                               |
| FCA            | Functional Configuration Audit                              |
| FOC            | Full Operational Capability                                 |
| FPI            | Functional Process Improvement                              |
| FRR            | Functional Requirements Review                              |
| IOC            | Initial Operational Capability                              |
| IPT            | Integrated Product Team                                     |
| IRD            | Infrastructure Requirements Document                        |
| IRR            | Implementation Readiness Review                             |
| ISA            | Infrastructure Services Advisory                            |
| ISR-F          | Infrastructure Services Request - Final                     |
| ISR-P          | Infrastructure Services Request – Preliminary               |
| LCCE           | Life Cycle Cost Estimate                                    |
| MNS            | Mission Needs Statement                                     |
| OM             | Operations Manual   |
| ORD            | Operational Requirements Document                           |
| PAP            | Post Accreditation Plan                                     |
| PCA            | Physical Configuration Audit                                |
| PM             | Program Manager   |
| PR/PRR         | Problem Report and Problem Resolution Report                |
| QA             | Quality Assurance   |
| RIPT           | Requirements Integrated Product Team                        |
| SAD            | Software Architecture Description                           |
| SARAD          | System Architecture and Requirements Allocation Description |
| SCIR           | Software Configuration Index Record                         |
| SCRD           | Source Code Record  |
| SDD            | Software Design Description                                 |
| SDM            | System Decision Memorandum                                  |
| SDSD           | Software Development Standards Description                  |
| SIDD           | Software Interface Design Description                       |
| SRD            | Software Requirements Description                           |
| SRS            | System Requirements Specification                           |
| SSAA           | Systems Security Authorization Agreement                    |
| TEMP           | Test & Evaluation Master Plan                               |
| TISR           | Test Infrastructure Services Request                        |
| TIPT           | Test Integrated Product Team                                |
| TRR            | Test Readiness Review                                       |
| UM             | User Manual   |